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~~files of each Register.~~

LIAISON DIVISION

Specifically, the Liaison Division (LD) was charged with responsibility for

"...providing a central Agency service to coordinate intelligence requirements, assign collection action, disseminate intelligence materials, and conduct related operational liaison with other government agencies; and for controlling operational liaison..."

In earlier years (1946-1947), LD's basic functions of requirements, collection and dissemination had been performed by the original (or "old") OCD which functioned in tandem with the Reference Center. When the two units were merged in 1948 to form the "new" OCD, the three functions were placed in its Liaison Division. Initially, LD had four branches: State, Defense, CIA and non-IAC. In addition, there was the Cable Branch, transferred from ONI in 1951, and the International Conference Branch, which had just been established in January 1953.

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The original functions of requirements, collection and dissemination were carried out by ^{all} the four "area" branches (State, Defense, CIA and non-IAC), each of which handled all three of the closely related functions within their individual organizational area of responsibility.

Thus, Liaison officers in each branch reviewed all ad hoc collection requirements* issued by CIA and the other IAC members and ascertained that Washington sources had been exploited before assigning field collection action.

LD's requirements review and assignment authority for "all" IAC ad hoc collection requirements was, however, largely theoretical. In actual practice, many non-CIA departments such as State and the Services levied their own specific collection requirements. Even within the Agency the production offices frequently passed requirements directly to field collectors for the sake of expedience and there were even instances where bypassing the OCD channel was officially sanctioned. 1/

Nonetheless, LD's value in the sphere of collection requirements was undeniable. The importance of its work was not restricted to CIA or even the IAC. Rather, it embraced all

* "General" or "standing" requirements were first handled by the Coordination, Operations and Policy Staff (COAPS) and later by its successor, the Office of Intelligence Coordination (OIC). 1/

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Government agencies and was an effective two-way channel.

The Liaison Officers not only collected for the home troops but, in turn, provided non-CIA offices with intelligence from CIA sources. 3/

In addition, the Liaison Officer performed yeoman service in the purely liaison aspect of his job. Constantly shuttling back and forth between CIA and the external offices to which he was accredited, he quickly developed impressive knowledgeability about the latter offices; became thoroughly familiar with their requirements and collection potential, dissemination patterns, security practices and, probably most importantly, with the key personnel. He was the one who could, among other things, ferret out the "right man" in another agency, arrange one-time or continuing contacts between CIA people and their opposite members outside, ^{and} arrange briefings and debriefings, ^{particularly with} At times he was even used to arrange initial contact with a witting or unwitting outsider for a covert operation (normally beyond his sphere of responsibility). He was in short, a highly useful intelligence catalyst.

In all, despite the running battle with those who would by-pass its collection requirements channel, LD with its impressive network was to remain "both in and outside the IAC organization,

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the chief collection-control point and the Agency's chief contact point" for years to come. (The collection function was transferred to OO Contact division in 1961 and the resultant Liaison Staff was finally terminated in January 1969 when liaison responsibility was transferred to other offices. 4(Chrono p25)/)

In addition to requirements and collection, dissemination was also the responsibility of LD-- the last of the three basic functions assigned to the division when the "new" OCD was formed in May 1948. It had been a primary responsibility of the predecessor offices from the time of the prototype Office of Dissemination in 1946, when O/D had to have operating help from ORE until adequate staffing could be achieved. 2(p5)/ One month after its establishment, LD further strengthened its role as the Agency's central dissemination arm (although there were still many types of documents - such as maps, atomic energy reports, special intelligence and "operational" intelligence - excepted from the channel) 2 p67/ when it assumed administrative and executive control over the Interdepartmental Reading Panel (IRP). 2 (p.5)/

As with requirements and collection within the Liaison Division of 1953, dissemination was carried out by all four branches. Thus, as the State Branch's liaison officers handled all requirements and collection activities involving the Department of State,

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so too did the Branch's disseminators receive and disseminate all reports from the Department and the Foreign Service. Similarly the Defense Branch personnel handled the document flow from the Department of Defense and the three Services; the CIA Branch routed all internally produced reports; and the non-IAC Branch was responsible for documents originating with all other Government agencies.

Within each branch, then, IRP disseminators read the documents received and, according to the Reading Requirements Manual, determined to whom, within or outside the Agency,* they would be of interest.

By 1953 - 54 LD's dissemination apparatus had been developed through long experience and practice to the point where "it was probably the single most important dissemination tool for carrying out the Director's continuing obligation to insure exchange of intelligence information within the Government's security organization." 1 (p72)/

The system of dividing responsibility for a single function, in this case dissemination, among four "area" branches had been selected as the most efficient procedure by OCD's management.

The reasoning: since each agency used a unique format and markings on its documents, a disseminator reading vast amounts

* *Actually, a predetermined number of copies were automatically sent to non-CIA customers.*

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of material could work much more efficiently if reading responsibility was restricted to the documents of only one agency.

Some measure of the system's efficiency and the volume of work handled by the LD disseminators can be gained from two indicators. First, compared to the early days of CIG when there were only six possible points of distribution, booming business had forced the pattern steadily upward until it fluctuated between 70 and 100 points of "normal distribution" by 1952 - 53. Similarly, the volume of incoming documents handled by the disseminators soared upward from a 1946 trickle to a massive total of _____ in 1953.

As indicated previously, later-vintage additions to Liaison Division were the Cable and International Conference Branches.

The Cable Branch became a part of LD's organizational structure in February 1951, by which time increasing acceptance of OCD's role as a centralized "service of common concern" had become increasingly evident among IAC members. One of the apparent results of this growing philosophy was the transfer of the responsibility for handling ^{electrical} ~~Government~~ message traffic from ONE to OCD and the establishment in the Liaison Division of a separate Cable Branch. The Branch was responsible for the receipt, dissemination and filing of all incoming cables. 1 p23, 74/

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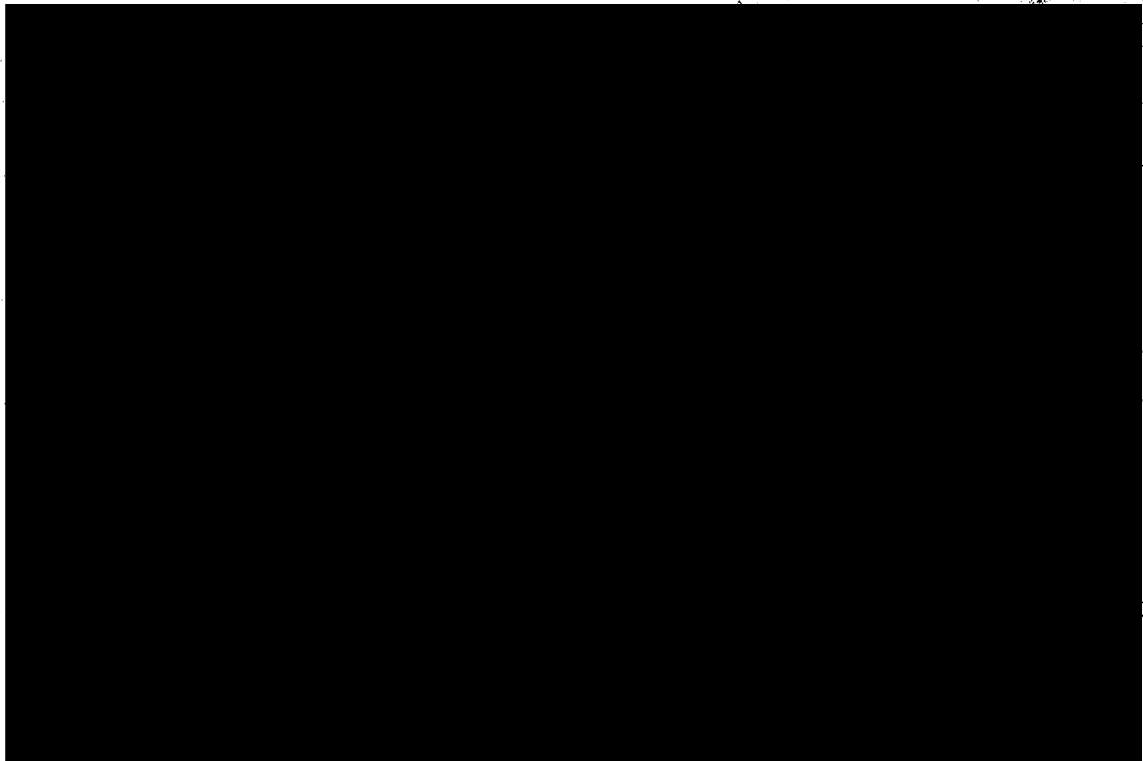
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In addition, it provided reference service from its files, special cable service for the DCI and the DDI, and procured background material referred to in codeword cables. 4 p25/ The Cable Branch remained in Liaison Division until November 1956 when it, along with all other dissemination functions, was transferred to the Document Division in OCR (OCD's new designation from 1955). 4 p172/

The final addition to Liaison Division was the International Conferences Branch (ICB). The Branch was set up in January 1953 as a result of concern within ORR, OSI, OO and the Clandestine Services about the lack of sufficient data regarding

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was organized by the Operations Coordinating Board (OCB) under the Chairmanship of the Assistant Secretary of Commerce for International Affairs. Liaison Division represented CIA on the Committee and its responsibilities included advising the Committee on Sovbloc trade fair plans, providing briefings for Government officials on forthcoming fairs, and issuing ICB-prepared reports containing advance information on scheduled fairs which served as collection guides for IAC agencies. V-25/ A second committee, chaired by USIA Deputy Director Abbot Washburn, was also established by OCB to plan U.S.

again
LD ~~also~~ repre-

sented the Agency on this committee, particularly as the eyes and ears for DDP's Political and Psychological Staff.

By 1955 ICB was covering nearly three times as many conferences and trade fairs as it had in 1953 with a concomitant "vast increase" in its indexing, dissemination and service activities. V-25/

By 1961, however, interest in Sovbloc attendance at international conferences and trade fairs had declined sharply with the rapid expansion of East-West exchanges and other legal travel. In consequence, the function was terminated in February 1961 and the manpower diverted to

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exhibitions also attended by Soviets. One position was transferred to the Biographic Register to continue publication of the CR-C series but only on those conferences and fairs of scientific and technical interest.

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